

Chapter 4

Research Results

Current Situation and the Problems of Human Resource Management at XYZ Hospital in Chengde, China

1. The current situation of human resources in XYZ hospitals

XYZ Hospital is a primary hospital established in 1995 and is one of the important medical institutions in the region. At present, the hospital has 100 beds and a total staff of 53. The current staff is mainly composed of management staff, medical staff and a small number of industrial staff. The hospital's culture is people-oriented and treats its staff as a valuable asset.

1.1 Analysis of gender ratio of active employees

The hospital has a total of 53 employees, of which 12 are male, accounting for 22.64% of the total number of employees. There are 41 female employees, accounting for 77.36% of the total number of employees. The number of female staff exceeds three quarters of the total number of the hospital, especially the service and nursing staff, the majority of women, the hospital is still dominated by female staff.

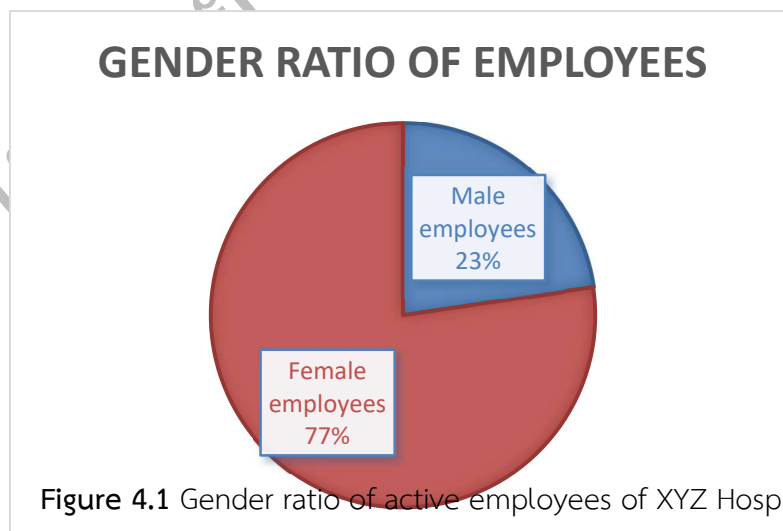


Figure 4.1 Gender ratio of active employees of XYZ Hospital

1.2 Analysis of age structure of active employees

There are 27 employees under the age of 30, accounting for 50.94% of the total number of employees, 5 employees between 31 and 40, accounting for 9.43% of the total number of employees, 7 employees between 41 and 50, accounting for 13.21% of the total number of employees, and 14 employees over 51, accounting

for 26.42% of the total number of employees. The age structure of employees is too young, and the clinical experience and nursing experience are obviously insufficient, which has an impact on the treatment effect and nursing safety of patients.

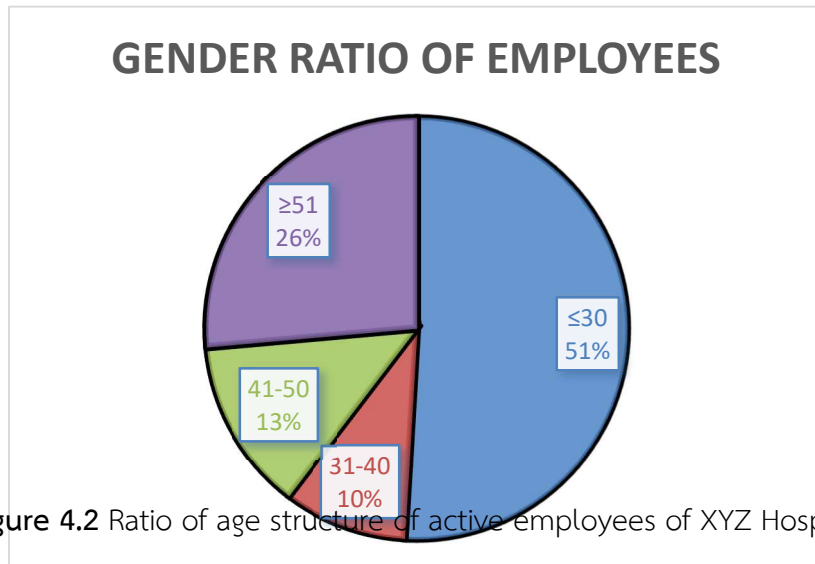


Figure 4.2 Ratio of age structure of active employees of XYZ Hospital

1.3 Analysis of the educational structure of on-the-job employees

The hospital has 2 employees with master's degree, accounting for 3.78% of the total number of employees, 10 employees with bachelor's degree, accounting for 18.87% of the total number of employees, and 41 employees with junior college education, accounting for 77.36% of the total number of employees. It shows that the educational level of staff in basic hospitals is generally low, which has a great impact on professional level and working ability.

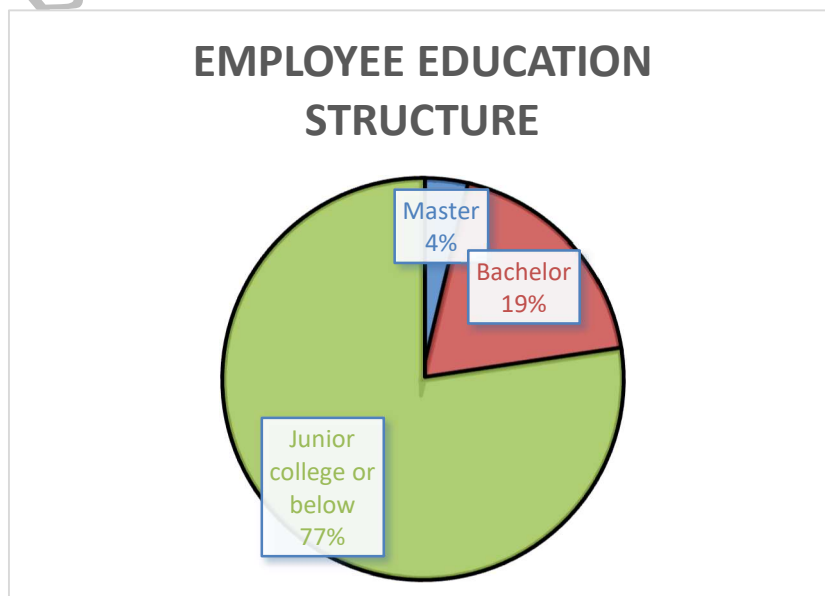


Figure 4.3 Ratio of educational structure of active employees of XYZ hospital

1.4 Analysis of the classification structure of active employees

The hospital has 14 doctors, accounting for 26.42% of the total number of employees, 2 pharmacists, accounting for 3.77% of the total number of employees, 29 nursing staff, accounting for 54.72% of the total number of employees, 3 managers, accounting for 5.66% of the total number of employees, 5 workers, accounting for 9.43% of the total number of employees. The categories of employees are relatively balanced.



Figure 4.4 Ratio of the classification structure of active employees of XYZ hospital

The structure of human resources refers to the composition and distribution of human resources within a hospital. In XYZ Hospital, according to the functional division, human resources are mainly divided into four categories: doctors, nurses, administrative management and logistics support. Among them, doctors and nurses are the core human resources of the hospital, they directly participate in medical services and ensure the operation of the hospital. Administrative personnel are responsible for the management of the hospital, including finance, human resources, administration and other aspects of work. Logistics support staff is responsible for the hospital logistics services, including cleaning, security, catering and other aspects of the work. In the structure of human resources, doctors and nurses are the most important human resources, and their quantity and quality directly affect the medical service level and reputation of a hospital.

1.5 HRM issues at XYZ hospital by functions

1) Attracting and retaining talented people

The hospital's effective strategies to attract and retain talented individuals are commendable. By fostering good communication channels and actively listening to employees' opinions and suggestions, the hospital makes employees feel valued and respected. Allowing employees to participate in the decision-making process can empower them, increase their sense of ownership, and create a positive work culture.

“We have good communication channels with our employees and will actively listen to their opinions and suggestions. Let a part of the employees participate in the decision-making process. So that the employees feel their value and feel respected.” (Expert, 2023, Interview)

When employees feel their contributions are acknowledged and appreciated, it can lead to higher job satisfaction, increased motivation, and reduced turnover rates. This approach can also help the hospital retain experienced and skilled staff, reducing recruitment and training costs.

In my experience, the factors affecting the recruitment and retention of talents in our hospitals include: remuneration packages, working environment, job stability and room for career development.” (Expert, 2023, Interview)

The information obtained from the above interview shows that the key factors affecting recruitment and retention at XYZ hospital are in line with common challenges faced by healthcare institutions. Remuneration packages, working environment, job stability, and room for career development are essential aspects for healthcare professionals to consider. To tackle these factors, the hospital should make efforts to provide competitive salary and benefits packages, foster a supportive and nurturing work environment, offer opportunities for career growth and advancement, and ensure job stability through clear and transparent HR policies.

2) Employee training and development

XYZ hospital main focus on external and online training indicates its willingness to invest in developing the skills and knowledge of its healthcare workers. External training refers to programs organized by government agencies or parent hospitals, which allow employees to attend two to three training sessions each year. This approach is beneficial as it exposes employees to new perspectives, industry best practices, and the latest advancements in the healthcare field. Attending external training programs can also broaden employees' professional networks, facilitating knowledge exchange and collaboration among different healthcare institutions.

“The main focus is on external and online training, and there is a lack of internal training. Each year, government agencies or parent hospitals will organize two to three external trainings, which employees can participate in voluntarily. There are also online learning platforms that can provide online courses, online questions and answers, and other learning resources, so that healthcare workers can choose the right time and place to study and take exams according to their own specific conditions.” (Expert, 2023, Interview)

One notable concern mentioned in the interview is the lack of internal training programs at XYZ hospital. Internal training is specific to the hospital's unique needs, practices, and protocols. By offering internal training, the hospital can ensure that its staff is equipped with the necessary skills and knowledge tailored to the hospital's requirements. This includes training related to hospital procedures, equipment usage, patient care protocols, and specific medical specialties offered at the hospital. The presence of online learning platforms is a valuable resource for healthcare workers at XYZ hospital. These platforms offer online courses, questions and answers, and other learning resources. This flexibility allows healthcare professionals to access

educational materials and engage in learning at their convenience, taking into account their specific conditions and schedules. Online learning also supports self-paced learning, which can cater to individual learning styles and preferences.

3) Employee performance evaluation

The XYZ hospital's annual performance appraisal system with multiple indicators is a comprehensive approach to evaluate employee performance. However, the system's effectiveness relies on the fairness and accuracy of the evaluation process. Regular performance feedback, clear performance metrics, and alignment of employee goals with organizational objectives are essential for an effective performance evaluation. The system's impact on motivating employees and improving their performance can be enhanced through transparent communication about appraisal criteria and the link between appraisal outcomes and career advancement opportunities.

“Annual performance appraisal. By each section based on the completion of the year's work to make the department's year-end summary and personal duty report, and January 10 (in case of holidays will be postponed) will be reported to the management of the year-end summary and personal duty report, the end of the year appraisal of the special meeting. The appraisal leader scores according to the appraisal contents: morality, diligence, performance, service quality and public satisfaction. For each employee's performance pay to take the percentage system assessment standards: moral, diligence indicators accounted for 35%, service quality indicators accounted for 45%, public satisfaction indicators accounted for 20%. For every point deducted in the appraisal, the amount of individual performance pay is deducted and divided by the number of 100 points. Incentive performance pay is issued according to the size of the actual balance and the individual score.” (Expert, 2023, Interview)

The performance appraisal system at XYZ hospital seems to be structured around clear criteria and a percentage-based assessment. While it offers potential advantages in terms of motivation and fairness, it is essential to address possible challenges and continuously refine the system to align with the hospital's goals and employee needs. Regular feedback, ongoing training, and a focus on professional development can complement the appraisal process and contribute to the overall growth and success of the hospital and its employees.

“For employees, the assessment results are directly related to their income, job promotion and training. Employee appraisal results are good, then the company gives sub-positive incentives; employee appraisal results are poor, then the company gives sub-negative incentives. Performance appraisal makes the company and the employees in the direction of the interests of the agreement, the realization of the organizational performance and personal performance of the bundle.”
(Expert, 2023, Interview)

The information obtained from this interview shows that the performance appraisal system at XYZ hospital has a significant impact on employees' income, career progression, and training opportunities. The system is designed to align individual performance with the hospital's overall success, aiming to motivate employees, foster a merit-based culture, and encourage professional growth. However, it is crucial to address challenges related to subjectivity, fairness, and employee engagement to ensure the system's effectiveness and create a positive and productive work environment. Regular communication, training, and ongoing evaluation can contribute to the continuous improvement of the performance appraisal process and ultimately support the hospital's overall success.

4) Compensation and benefits

XYZ hospital's limited funding and resources impacting salary levels compared to larger hospitals is a common challenge faced by many smaller healthcare facilities.

“Due to limited funding and fewer resources, the salary level of our hospital is definitely lower compared to large general hospitals and advanced medical organizations. But compared to other primary hospitals we are still higher, and staff benefits are also higher than some of the primary hospitals.” (Expert, 2023, Interview)

XYZ hospital faces challenges related to limited funding and resources, resulting in a lower salary level compared to larger medical organizations. However, the hospital's relatively higher salary and staff benefits compared to certain other primary hospitals provide an advantage in attracting and retaining talent within its category. By leveraging its unique value proposition, advocating for increased funding,

and implementing effective retention strategies, the hospital can continue to support its employees and deliver quality healthcare services to the community.

To mitigate the impact of this disparity, the hospital should explore alternative incentive structures, such as performance-based bonuses or non-monetary benefits like professional development opportunities, to attract and retain talent. Transparent communication about the compensation structure and a clear path for salary growth can also help manage employee expectations and foster a positive work environment.

“This affects the stability and mobility of staff. Some of the more promising and ambitious staff will choose to work in more senior hospitals and look for better job opportunities. It also has an impact on work motivation. If one feels that it is unfair and that the reward for one’s work is less than the amount of work one has to do, one will lack enthusiasm for work and work efficiency will be affected.” (Expert, 2023, Interview)

Due to the limitation in compensation and benefits compared to larger and more established hospitals, some highly promising and ambitious staff members may seek employment in senior hospitals or better-funded institutions. These senior hospitals may offer more competitive remuneration packages, enhanced career advancement opportunities, and access to a broader range of resources and facilities. The tendency for talented staff to leave the organization in pursuit of better opportunities elsewhere can lead to higher employee turnover at XYZ hospital. High staff turnover can disrupt workflow, reduce team cohesion, and create additional recruitment and training costs for the hospital.

Employees may perceive the disparity in compensation compared to other institutions as unfair, leading to a decrease in job satisfaction and work motivation. If employees feel that their efforts are not adequately recognized or rewarded, they may become demotivated and disengaged from their work. Employees who believe that their hard work and dedication are not being appropriately compensated may lack enthusiasm for their duties. This lack of enthusiasm can affect their performance, resulting in reduced work efficiency and productivity.

5) Handling employee grievances and conflicts

XYZ hospital's approach to addressing conflicts by understanding root causes and promoting positive communication is crucial for maintaining a harmonious work environment.

“Understand the root causes of conflict, use positive communication, establish a conflict resolution process, encourage cooperation and collaboration, and resolve issues in a timely manner.” (Expert, 2023, Interview)

To effectively address conflicts in the workplace, it is essential to identify and understand the root causes. Conflicts can arise due to various reasons, such as miscommunication, differing perspectives, role ambiguity, competition for resources, or personality clashes. By pinpointing the underlying issues, the hospital's management and HR department can implement targeted strategies to address them. Positive communication is vital in resolving conflicts and maintaining a harmonious work environment. Encouraging open and honest dialogue among employees can help address misunderstandings and clear up any misconceptions. Active listening and empathy play crucial roles in fostering better understanding and resolving conflicts amicably.

Having a well-defined conflict resolution process in place is essential for handling disputes effectively. This process may include steps such as reporting conflicts to a designated supervisor or HR representative, conducting impartial investigations, and mediating discussions between involved parties. The process should be transparent, fair, and confidential to ensure all employees feel comfortable coming forward with their concerns. Creating a culture of cooperation and collaboration can help prevent conflicts from escalating. Encouraging teamwork and emphasizing collective goals over individual interests can foster a sense of camaraderie among employees. Team-building activities and group projects can help employees build positive relationships and develop mutual respect.

Addressing conflicts in a timely manner is crucial to prevent them from festering and causing further disruption. Promptly identifying and resolving conflicts demonstrates the hospital's commitment to maintaining a healthy work environment and can prevent small issues from escalating into more significant problems. Additionally, encouraging cooperation and collaboration through team-building activities can help prevent conflicts and improve overall team dynamics. Proactive conflict resolution

processes and supportive HR policies play a significant role in minimizing workplace disputes and ensuring a positive work culture.

“Encourage cooperation and collaboration among employees through group building and encouraging teamwork to avoid conflicts and contradictions.” (Expert, 2023, Interview)

6) Strategies for employee engagement and job satisfaction

XYZ hospital establishes good communication channels and encourages employee participation in decision-making. Additionally, it has implemented a remuneration incentive system to promote employee engagement and job satisfaction.

Establish good communication channels, listen patiently to employees' opinions and suggestions, and encourage employees to participate in decision-making. Establish a remuneration incentive system.” (Expert, 2023, Interview)

Establishing good communication channels, actively listening to employees, encouraging their participation in decision-making, and implementing a fair remuneration incentive system are essential strategies for promoting employee engagement, satisfaction, and performance. When employees feel valued, heard, and appropriately rewarded, they are more likely to be committed to the hospital's success, resulting in better patient care, a positive work culture, and improved overall organizational performance.

Another issue; In 2017, XYZ hospital participated in the government's "Three Supports and One Support" program, which aimed to encourage college graduates to work in rural areas, including supporting agriculture, teaching, medical care, and poverty alleviation. While this program was designed to alleviate the employment pressure on local graduates, it had unintended consequences for the hospital:

“In 2017, we supported the government's "Three Supports and One Support" program (referring to college graduates going to the rural grassroots to engage in supporting agriculture, teaching, medical care and poverty alleviation after graduation) in order to alleviate the employment pressure on local graduates, but the government didn't

solve the establishment problem after the expiration of the graduates' agreement period, which led to a large number of employees leaving the organization during that period of time.” (Expert, 2023, Interview)

2. Problems of human resource management at XYZ hospital

Hospital human resources is an important support for the development of hospitals, but in actual operation, there are some problems in hospital human resource management.

The challenges are firstly that we often face staff shortage and mobility problems. According to the average salary data report released by the National Bureau of Statistics of China, the average salary in public hospitals in 2022 will be 135,222 yuan, and that in grassroots hospitals will be 71,060 yuan. The average salary at XYZ Hospital is 56,377 yuan. It is lower than the average wage of grass-roots hospitals in the country, and far lower than the average wage of public hospitals. Since most employees are paid relatively low salaries, employees often tend to choose to work in larger hospitals that are more competitive. This leads to hospitals facing staff instability and the need for constant staff development and recruitment. Primary hospitals tend to have limited equipment and medical resources and have higher requirements for human resources. This requires primary hospitals to put more effort into staff training and skills upgrading to ensure the provision of high-quality medical services.

Due to the remote location of our primary hospital, the inconvenient transportation and lack of infrastructure have brought certain difficulties to the work and life of the medical staff, which requires the hospital to give more care and support to the staff to ensure that they can work steadily.

“This primary hospital is in a remote location with difficult working conditions, a high turnover rate and high staff mobility, and secondly, staff training and development is also a major problem. Our hospital lacks professional trainers and financial support to provide good training and development opportunities for staff.” (Expert, 2023, Interview)

Some problems were summarized based on the interviews.

Firstly, high employee turnover rate: From 2017 to 2023, a total of 32 employees left the hospital, with a turnover rate of 38%. Prior to 2017, XYZ Hospital had fewer than five departures in five years. According to the report on health care turnover in public hospitals, the average turnover rate as of May 16, 2023 was 20%.

The hospital's turnover rate is higher than the average for public hospitals and the hospital's turnover rate in the previous five years. Because the primary hospital is located in remote areas with inconvenient transportation and inconvenient living conditions, it may be due to the long commuting time that makes it difficult for employees to adapt to the working environment in remote areas.

Or because of the small size of the hospitals, they choose to leave due to limited career development opportunities. Unlike other professions, doctors are a profession that emphasizes practice and lifelong education. To be a good doctor, you need a good teacher and a good environment, but primary hospitals cannot find good mentors. Doctors are destined to be a profession of "fame and fortune", without which there is no profit, and even if they are good at primary hospitals, they are only influential in the region. The above findings are based on data obtained from interviews.

"Firstly, the remote location of primary hospitals, difficult working conditions, high turnover rate and high staff mobility, and secondly, staff training and development is also a major problem. Our hospital lacks professional trainers and financial support to provide good training and development opportunities for staff." (Expert, 2023, Interview)

"Reasons for staff leaving: the remote location of the hospital makes life inconvenient. The hospital is small and has limited career development opportunities." (Expert, 2023, Interview)

Secondly: Inadequate staff training and development: primary hospitals lack professional training faculty and financial support to provide good training and development opportunities for staff. Compared with large hospitals there are no good equipment and learning environments, and there are not as many medical training opportunities as in large hospitals, and the level of practice does not improve as fast as in large hospitals. This will lead to a lack of professional knowledge and skills updating and upgrading of the staff, making it difficult to adapt to the rapid development of the healthcare industry. The above findings are based on data obtained from interviews.

"The main focus is on external and online training. Two to three external trainings are organized by government agencies or parent

hospitals each year, and employees can participate voluntarily. There are also online learning platforms that can provide online courses, online Q&A, and other learning resources, and healthcare workers can choose the right time and place to study and take exams according to their own specific conditions.” (Expert, 2023, Interview)

Thirdly: relatively low remuneration and benefits, making it difficult to attract high-quality talents: the salary and welfare structure of public hospitals is relatively mature, according to the standards of civil servants, and the welfare benefits are also relatively favorable and the salary is stable. However, the primary hospital is for-profit, and the salary of doctors is mainly determined by the performance level, and the salary and benefits are unstable. and due to the limited funds of primary hospitals, it is difficult for some subsidies to be put in place, which has led to the disparity of remuneration and benefits when compared with those in large-scale general hospitals and advanced health care organizations. This will lead to excellent healthcare workers choosing to work in more advanced hospitals, affecting the stability and motivation of staff in primary hospitals.

The above findings are based on data obtained from interviews.

“Due to limited funds and fewer resources, the salary level of our hospital is definitely lower than that of large general hospitals and advanced healthcare organizations. This affects the stability and mobility of employees. Some more promising and ambitious employees will choose to work in more advanced hospitals and look for better job opportunities.” (Expert, 2023, Interview)

Fourthly: Limited hospital equipment and medical resources: due to the small size of primary hospitals, equipment and medical resources are limited. This environment creates a higher demand for medical staff and requires the recruitment of higher-level personnel and the investment of more energy and resources to train and enhance the professionalism of medical staff.

The above findings are based on data obtained from interviews.

“Primary hospitals often have limited equipment and medical resources, and have a higher demand for human resources, which requires a higher level of staff professional skills and knowledge and

more practical experience. This requires primary hospitals to invest more efforts in staff training and skills upgrading to ensure the provision of high-quality healthcare services.” (Expert, 2023, Interview)

Fifthly: Lack of effective performance management mechanism. There is a certain degree of subjectivity in the assessment of employees' performance and performance, the hospital is small in size, the operational business covers less, the organizational structure is single, the management is small, the decision-making power is concentrated in the hands of a few people, and the vast majority of the employees' work is accomplished excellently or not is the boss's word, which brings certain constraints to the motivation and development of the employees.

The above findings are based on the data obtained from the interviews.

"Annual performance appraisal. By each section based on the completion of the year's work to make a departmental year-end summary and personal narrative report, and January 10 (in case of holidays will be postponed) will be reported to the management of the year-end summary and personal narrative report to the end of the year appraisal of the special meeting. The appraisal leader scores according to the appraisal contents: morality, diligence, performance, service quality and public satisfaction. For each employee's performance pay to take the percentage system assessment standards: moral, diligence indicators accounted for 35%, service quality indicators accounted for 45%, public satisfaction indicators accounted for 20%. For every point deducted in the appraisal, the amount of individual performance pay is deducted and divided by the number of 100 points. Incentive performance pay is issued according to the size of the actual balance and the individual score.” (Expert, 2023, Interview)

According to the human resources data, the current situation of human resources is analyzed: First, the total number of human resources is sufficient. Among them, doctors, nurses, administrative staff and other types of personnel are correspondingly equipped, and the personnel composition is relatively balanced. Secondly, the average age of employees is low, about 30 years old, which means that the overall quality and ability of employees still have great potential for development. Third, the human resources structure does not pay attention to gender balance,

especially in the proportion of doctors and nurses, the ratio of men and women is not appropriate, cannot meet the needs of different patients. Fourth, the hospital also has an unbalanced educational structure and unreasonable structure, which does not pay attention to the selection and training of doctors and nurses, nor does it pay attention to the recruitment and training of administrative and logistics personnel.

In order to solve these problems, hospitals need to strengthen the overall planning of human resource management, establish a scientific management system and standardized management process, strengthen the cultivation of talents and incentive mechanism, and improve the satisfaction and loyalty of employees. At the same time, the hospital also needs to strengthen the professional quality and management ability of human resource management personnel, improve management level and efficiency, and provide better human resource support for the development of the hospital. The problems of human resource management in hospitals need to be emphasized and solved in order to better support the development of hospitals and improve the quality of medical services. To sum up, the overall situation of human resources in XYZ Hospital is relatively stable, but there are also some problems and challenges. Therefore, hospitals need to strengthen management in recruitment, training, incentive, performance management and other aspects to improve the overall quality and ability of employees, so as to provide strong human support for the sustainable development of hospitals.

Analysis of Reasons for Resignation and Satisfaction

1. Results of the dimission reasons questionnaire survey

Table 4.1 Statistics on the results of the questionnaire on reasons for separation

Classification	Project	Number	Radio%
Working hours in the hospital	≤ 3 years	17	56.67
	3-5 years	5	16.67

	5-10 years	1	3.33
	≥ 10 years	7	23.33
Household registration situation	This city	3	10
	Other cities within the province	7	23.33
	Outside the province	20	66.67
Reasons for leaving	Work intensity	6	20
	Dissatisfaction with the hospital	3	10
	To seek new development opportunities	15	50
	No longer engaged in such an industry	6	20
The next plan	Further study	8	26.67
	Different cities and different industries	2	6.67
	Different cities and the same industry	6	20
	The same city and different industries	4	13.33
	The same city and the same industry	10	33.33

Based on the results of the questionnaire survey, in-depth interviews were conducted on 3 people who were "dissatisfied with the hospital" as the reason for leaving their jobs. The main reasons are strong dissatisfaction with the internal work arrangement of the department, unreasonable performance distribution, unsatisfactory infrastructure and environment of the hospital, and no reasonable way for the hospital to feedback and seek improvement.

According to the results of questionnaire survey and in-depth interview, most internal reasons for dimission are high work intensity and too long working hours. The rapid development of XYZ Hospital has resulted in unreasonable allocation of human resources and great work pressure for medical staff. The turnover of nursing staff and services accounts for about 80% of the total number of nursing staff and services, which has added considerable pressure to the already scarce nursing manpower resources. The problems in salary performance distribution are also worthy of vigilance. In order to improve the flexibility of performance distribution, the performance of clinical departments is independently distributed by the departments and the hospitals do not intervene too much. Employees reported problems in the internal management of the department and lack of fairness in performance

distribution, and the hospital seemed to have no feedback channels and solutions. At the same time, external reasons for resignation and urban factors are also worth exploring. The economic development of the city where XYZ Hospital is located is backward in recent years, and nearby cities have great potential for development. In addition, XYZ Hospital is located in a relatively remote place with imperfect transportation and living conditions.

Combined with the engagement research theory, the results of the questionnaire survey also show that the next step of XYZ Hospital's human resource management should focus on optimizing internal staffing, creating a better development platform and growth space for employees, reducing the pressure of employees, increasing learning opportunities, and reducing the brain drain in the industry. After improving the above related indicators, staff engagement can be greatly improved, and the common development of staff and hospitals can be promoted.

2. Satisfaction survey results

Table 4.2 Statistical table of satisfaction survey results

Questions	Options	Number	Ratio%
Are you satisfied with your job position?	Satisfaction	23	43.40
	Average	23	43.40
	Dissatisfaction	7	13.21
Are you satisfied with how well you match your job?	Satisfaction	30	56.60
	Average	11	20.75
	Dissatisfaction	12	22.64
Whether the work is consistent with your own interests?	Satisfaction	21	39.62
	Average	27	50.94
	Dissatisfaction	5	9.43
Are you satisfied with the division of your job responsibilities and power?	Satisfaction	28	52.83
	Average	12	22.64
	Dissatisfaction	13	24.53
How satisfied are you with the current salary?	Satisfaction	15	28.30
	Average	20	37.74
	Dissatisfaction	18	33.96

Are you satisfied with the fairness of the hospital's performance?	Satisfaction	12	22.64
	Average	21	39.62
	Dissatisfaction	20	37.74
Do you think the incentive system of hospitals is perfect?	Satisfaction	16	30.19
	Average	18	33.96
	Dissatisfaction	17	32.08
Are you satisfied with the current employee welfare policy?	Satisfaction	7	13.21
	Average	30	56.60
	Dissatisfaction	16	30.19
Are you satisfied with your career development?	Satisfaction	21	39.62
	Average	17	32.08
	Dissatisfaction	15	28.30

Table 4.2 Statistical table of satisfaction survey results (Cont.)

Questions	Options	Number	Ratio%
Satisfied with the professional title promotion mechanism?	Satisfaction	24	45.28
	Average	10	18.87
	Dissatisfaction	19	35.85
Satisfied with the hospital talent training mechanism?	Satisfaction	15	28.30
	Average	13	24.53
	Dissatisfaction	25	47.17
Satisfied with the development prospects of hospitals and the industry?	Satisfaction	19	35.85
	Average	17	32.08
	Dissatisfaction	17	32.08
Satisfied with the current working environment?	Satisfaction	10	18.87
	Average	20	37.74
	Dissatisfaction	23	43.40
Satisfaction with the hospital rules and regulations and the implementation results?	Satisfaction	18	33.96
	Average	21	39.62
	Dissatisfaction	14	26.42
How is the sense of belonging in this hospital?	Satisfaction	14	26.42
	Average	27	50.94
	Dissatisfaction	12	22.64

Through the analysis of the survey results of employee satisfaction, the following conclusions can be drawn:

1) In order to maintain their own identity image, the content filled in May not be completely true. Therefore, the questionnaire was anonymous, and other people were commissioned to distribute the questionnaire. Authenticity and accuracy cannot be guaranteed. Therefore, the results and conclusions of the investigation are objective and limited.

2) Employees are generally satisfied with their jobs. The job (satisfaction rate 43.40%, average 43.40%), their own job matching degree (satisfaction rate 56.60%, average 20.75 %), in line with their own interests (compliance rate 39.62%, average 50.94%), job responsibilities and rights (satisfaction rate 52.83%, average 22.64%) are reflected in the four aspects of very high satisfaction. It shows that the staff is very cognizant of the hospital's work position and work content.

3) Employees are dissatisfied with the salary return of their own work and the performance reward system of the hospital, and generally reserve their own opinions. In terms of salary satisfaction (dissatisfaction rate 33.96%, average 37.74%), performance equity (dissatisfaction rate 37.74%, average 39.62%), reward system perfection (dissatisfaction rate 32.08%, average 33.96%), and employee welfare satisfaction (dissatisfaction rate 30.19%, average 56.60%), more than a quarter of the surveyed employees chose dissatisfied, and more than a third of the employees chose average. It indicates that employees generally believe that their own efforts and the economic and non-economic rewards of the enterprise do not match their expectations.

4) Staff have good expectations for personal and hospital development. Personal career development (satisfaction rate 39.62%, average 32.08%), professional title promotion opportunities (satisfaction rate 45.28%, average 18.87%), hospital and industry development prospects (satisfaction rate 35.85%, average 32.08%) of the four indicators, more than one-third of the staff are satisfied with their career development and the development prospects of the hospital, more than 40% of the staff are satisfied with the promotion mechanism of professional titles. There are also more than one-third of the staff choose average, which reflects that Z hospital staff development platform is good, there is a good development space and a large choice space, but the hospital's satisfaction with the training mechanism of staff is not very high, (dissatisfaction rate 47.17%, average 24.53%) indicating that most of the staff want to pursue progress and continue to improve their professional quality. However, the hospital's training program for talents is not perfect, and the training measures are not perfect enough.

5) Hospital staff are also generally dissatisfied with the hospital working environment, sense of belonging, culture and system. Working environment (dissatisfaction

rate 43.40%, average 37.74%), sense of belonging (dissatisfaction rate 22.64%, average 50.94%), these two satisfactions are not high, only less than a quarter of the staff is satisfied, indicating that the overall working environment of the hospital is not good, the hospital's social recognition cannot bring the staff a sense of belonging, reduce the self-binding and strong sense of responsibility. However, the recognition of staff rules and regulations is still relatively high, more than 70% of the staff are satisfied (satisfaction rate 33.96%, average 39.62%), reflecting that the staff and the hospital rules and systems and development strategies are still more identified, but do not like the geographical environment and working environment of the hospital.

To sum up, the results of employee satisfaction survey and analysis show that from the perspective of employees, the fairness of the overall salary level and performance distribution in XYZ Hospital is relatively prominent, and the working environment and personnel training mechanism are the most prominent issues.

The fairness of salary level and performance benefits is related to the direct economic income, career development and other vital interests of each employee, directly affects the living standard of employees, and becomes the most concerned system of employees, directly affects the emotion and enthusiasm of employees, affects the engagement of employees, and thus affects the development of hospitals. At the same time, salary level and fairness are also the most direct ways for employees to measure their work ability and status, which have a great impact on their subsequent behavior.

The poor hospital environment also has a great impact on the satisfaction of employees. It will directly affect the work efficiency of the staff. The bad working environment will make the staff unable to devote themselves to the work, consume the patience and happiness of the staff, make the staff constantly lose, reduce the stability of the hospital staff, and cannot maintain the stable development of the hospital operation.

In the on-the-job employee satisfaction survey, most of the employees are dissatisfied with the hospital's talent training mechanism, which is due to the hospital's lack of humanistic care for the staff and guidance and training for the staff's career development. Inadequate talent training may lead to the loss of potential talents, and they will feel that their abilities cannot be fully displayed in the existing organization. The "demonstration" effect of talent turnover will make the remaining employees unstable, demoralized, and their work efficiency decline. At this time, if there are defects in the human resource management of the hospital and the emotional

accumulation of employees is serious, there may be a wave of collective turnover of employees.

Human Resource Management SWOT Analysis

1. Strength analysis

There are some significant advantages in human resource management in XYZ Hospital. First of all, by analyzing the age structure of the hospital's employees, it is found that the number of employees under the age of 30 exceeds more than half of the active employees, and the average age of the hospital's overall talents is moderate. The number of employees recruited in the past three years is relatively high, and the youth team under 35 years old in the hospital is still growing, indicating that the hospital's talents are full of vigor and vitality, thus providing talent guarantee for the rapid development of the hospital. Secondly, compared with other primary hospitals in the surrounding area, XYZ Hospital is more well-equipped and technologically advanced, providing facilities and technical support for the implementation of human resources. Then, our primary hospital is relatively small in size and has a relatively small number of employees, so the cost of human resource management is low. In this case the hospital can have more money and energy to invest in health care. Lastly, the hospital was established in 1995 and has a longer history, a better reputation, is recognized by the people in the region, and has a larger number of patients than other primary hospitals in the surrounding area, which can attract all kinds of talents to join the hospital team. In addition, the hospital's management team has a democratic style, is good at uniting comrades, and has always been in-depth with the masses, able to listen to the opinions and suggestions of the grassroots, thus ensuring the normal operation and development of the hospital, and earning the hospital a good reputation and reputation in this region.

Strength of Human Resource Management (HRM) at XYZ hospital as follows:

1) Local Expertise and Cultural Understanding

One significant strength of HRM at XYZ hospital is that a majority of the hospital staff are from the same region where the hospital is located.

“The biggest human resource advantage is first of all that most of our hospital staff are from this region and know the culture and needs of the region very well. They can better communicate with patients, provide good medical services and gain their trust.” (Expert, 2023, Interview)

In terms of communication, it can be stated that patients are more likely to feel comfortable and understood when they interact with healthcare professionals who speak their language and are aware of their cultural background. Effective communication between patients and healthcare providers is crucial for accurate diagnoses, treatment compliance, and overall patient satisfaction.

Regarding Culturally Tailored Care, it can be said that understanding the cultural sensitivities and beliefs of patients can significantly impact the delivery of healthcare services. Healthcare providers who are culturally aware can offer care that aligns with patients' preferences and religious beliefs, leading to better treatment outcomes and patient compliance. Furthermore, the presence of Local Expertise and Cultural Understanding at XYZ hospital results in Enhanced Trust and Patient Satisfaction. When patients feel that their healthcare providers understand their cultural needs, they are more likely to trust the hospital and the medical staff. This trust is essential for building long-lasting relationships between patients and the hospital, resulting in higher patient satisfaction and potential recommendations to others.

This means they have a better understanding of the local culture and the specific needs of the community. This advantage enables them to communicate more effectively with patients, provide tailored medical services, and build trust with the patients. This localized expertise can contribute to improved patient satisfaction and better healthcare outcomes.

2) Cost Efficiency

The hospital's primary facility has lower human resource management costs due to its small size and relatively small number of employees.

“Our primary hospital has lower human resource management costs because of its small size and relatively small number of employees. In this case the hospital can have more money and energy to invest in healthcare.” (Expert, 2023, Interview)

The fact that the primary hospital at XYZ has lower human resource management costs due to its smaller size and fewer employees can lead to several positive outcomes, especially in terms of Resource Allocation. By reducing HR-related expenses, the hospital can allocate more financial resources to critical areas, such as medical equipment, advanced technologies, staff training, and patient care initiatives.

This can ultimately lead to better healthcare services and improved patient outcomes. This can result in a competitive advantage for XYZ hospital. Lower HR costs can give the hospital an edge over larger facilities, especially when it comes to providing cost-effective healthcare solutions to patients. This could attract patients seeking affordable yet high-quality medical care. Furthermore, effective management of HR costs contributes to the financial sustainability of the hospital, which is crucial in an industry where costs can escalate rapidly. Maintaining a balanced budget is essential for the hospital's long-term viability.

This cost efficiency allows the hospital to allocate more resources and funds to invest in healthcare services, infrastructure, and medical equipment. The ability to optimize HR expenses while maintaining the quality of healthcare delivery can be a considerable strength for the hospital in the long run.

3) Flexibility and Autonomy

The HRM system at XYZ hospital is described as flexible, allowing the hospital to make independent decisions regarding recruitment practices and remuneration packages.

“The human resources of our primary hospital are usually more flexible, so it can decide the recruitment system as well as remuneration packages independently according to its own needs and in compliance with policies and regulations. They can quickly adapt to the needs.”

(Expert, 2023, Interview)

The flexibility in HRM practices at XYZ hospital provides several benefits, especially in terms of customized recruitment strategies. This allows the hospital to independently decide on recruitment practices, tailoring the hiring process to attract candidates with specific skills and qualifications that align with the hospital's mission and requirements. In the aspect of attracting top talent, hospitals that can offer competitive remuneration packages and benefits are more likely to attract and retain skilled and experienced healthcare professionals. The flexibility to design compensation packages that meet the needs of the staff can enhance employee satisfaction and reduce turnover.

The ability for rapid response to changes is crucial in the dynamic healthcare industry. Being able to quickly adapt HR policies and practices enables the hospital to respond swiftly to changes in patient demands, technological advancements, and industry regulations. Furthermore, fostering innovation is of utmost importance. A flexible

HRM system can promote a culture of innovation within the hospital, empowering employees to suggest improvements and implement new ideas, knowing that the organization is open to change and new approaches.

This autonomy enables the hospital to adapt its HR strategies to meet its specific needs while still complying with policies and regulations. This level of flexibility can be advantageous in responding quickly to changing demands in the healthcare industry and in attracting and retaining talent.

To summarize, XYZ Hospital has significant advantages in these areas, and these advantages provide strong support for the sustainable development of the hospital. However, it is also necessary to see the problems and challenges behind these advantages, and it is necessary to further optimize and enhance the hospital's human resource management level by formulating effective human resource management strategies and measures to adapt to the increasingly fierce market competition and the changing healthcare environment.

2. Weakness analysis

In the human resource management of XYZ Hospital, there are some disadvantageous factors, which bring certain obstacles and problems to the human resource management of the hospital. Firstly, it was learned from the interview results that the managers of the hospital admitted that they did not pay attention to the training and development of the employees, and the human resource managers of the hospital lacked professional knowledge and experience, which led to the inadequacy and irrationality in the recruitment, training and allocation of human resources. Secondly, in the statistics of the results of the survey of employees' satisfaction, it was found that the choice of general and dissatisfaction for the satisfaction of the remuneration reached 71.7%, in 2022, the average salary of public hospitals is 135,222 yuan, and the average salary of grass-roots hospitals is 71,060 yuan. which shows that the hospital's remuneration system is not perfect, resulting in the lack of employees' motivation and work incentive, high employee turnover rate, and difficulty in retaining excellent talents. In addition, the hospital's organizational culture and management style are relatively conservative and lack of innovation and flexibility. There is relatively little communication and collaboration between hospital departments and a lack of information sharing. In addition, the number of people who are satisfied with the hospital's talent cultivation mechanism is only 28.3%, which limits the improvement and development of medical staff's professional ability and makes it difficult to adapt to and lead the changes and needs of the market and society. Next is the environmental

problem, due to the remote location of this primary hospital, the inconvenient transportation and lack of infrastructure bring some difficulties to the work and life of the medical staff, 81.13% of the employees are not satisfied with the current working environment. Finally, the hospital's management process and information technology is relatively low, the hospital uses paper files as the main record-keeping method and lacks an electronic file management system, which leads to organization, slow searching, and loss and damage, resulting in inefficient management and difficulty in accurately obtaining and analyzing data and information on human resource management in a timely manner.

For these disadvantages, XYZ Hospital should take some measures to improve and solve. Firstly, the hospital should strengthen the training and education of human resource management personnel, improve their professional knowledge and management experience, and ensure that they have sufficient ability and quality in human resource management. Secondly, hospitals should improve the salary system and establish incentive mechanism to improve the staff's enthusiasm and motivation to work and retain talents. In addition, hospitals should strengthen the innovation of organizational culture and management style, encourage the innovation and creativity of employees, and improve the adaptability and flexibility of the organization. Finally, the hospital should strengthen the management process and informationization construction, improve management efficiency and management level, and provide more accurate and timely data and information support for human resource management.

Through the implementation of these measures, the disadvantageous factors of human resource management in XYZ Hospital will be effectively alleviated and improved, and the hospital's human resource management level and ability will be improved, providing strong support and guarantee for the development and growth of the hospital.

3. Opportunity analysis

Opportunity analysis is an important part of the SWOT analysis of human resource management in XYZ Hospital. By evaluating the opportunities, feasible strategic recommendations can be made for the hospital's human resource management. When analyzing opportunities, changes in the external environment and internal resources, as well as future development trends need to be considered.

First of all, the rapid development of the healthcare industry provides opportunities for XYZ Hospital. Academician Zhong Nanshan said in the 4th Hongqiao International Economic Forum that the XYZ epidemic has led to a big shift in the whole society's concept of disease and health. A research shows that 93% of the respondents

believe that the most important thing in life is good health, and 70% of the respondents believe that the new crown epidemic has changed their view of life. It can be seen that the epidemic has accelerated and improved the formation and development of a general health consciousness among all people. As people's health awareness increases and medical technology continues to innovate, the demand for medical services continues to increase, which provides more business opportunities for hospitals. In addition, the government's policy support for the healthcare industry also provides opportunities for hospitals, such as promoting the development of primary healthcare services and improving the quality of healthcare services.

Secondly, XYZ Hospital's internal resources also provide it with some opportunities. Talents are the core resources of a hospital, and an excellent team of doctors and nurses can provide quality medical services and attract more patients. In addition, the technical equipment and medical facilities of the hospital also provide opportunities for the hospital. By introducing advanced technology and equipment, the efficiency and quality of medical services can be improved and the competitiveness of the hospital can be increased.

Finally, changes in the social environment also provide opportunities for XYZ Hospital. With the aging of the society and the decline of fertility rate, the service targets of hospitals are also changing, requiring more geriatric medical services and children's medical services. In addition, people's demand for quality of healthcare services is increasing, and hospitals can meet patients' needs by improving service quality and efficiency.

To summarize, the opportunity analysis can provide important references and suggestions for the human resource management of XYZ Hospital. The hospital can seize the opportunities and enhance the core competitiveness of the hospital by optimizing the talent team, introducing advanced technology and equipment, and improving service quality and efficiency.

4. Threat Analysis

Threat analysis is an important part of SWOT analysis, which refers to the analysis and assessment of threats in the external and internal environments faced by the organization. Threat analysis is an essential part of human resource management in XYZ Hospital because the changes and developments in the healthcare industry have put forward higher requirements for human resource management.

Firstly, the competition in the healthcare industry is getting more and more intense, and all the major hospitals are actively expanding their scale and improving their service quality and efficiency, which puts a lot of pressure on human resource

management in XYZ Hospital. Secondly, the rapid development and upgrading of medical technology makes hospitals need to constantly update their equipment and technology, which puts more pressure on both financial and human resource management of hospitals. Once again, the regulation of medical industry is getting stricter and stricter, hospitals need to constantly adapt to the changes of policies and regulations, which also brings great challenges to the human resource management of hospitals.

In addition to this, the human resource management of XYZ Hospital also faces high staff turnover: a total of 32 employees left the hospital from 2017 to January 2023, the turnover rate reached 38%, compared with an average of 20% in public hospitals. limited space for staff career development: the number of people who are generally satisfied and dissatisfied with their career development is 29, which accounts for 54.72% of the total sample, and high pressure on the work of the staff: the shortage of doctors and nurses increases the workload and work pressure on the existing healthcare staff and so on. Problems. These problems will not only affect the efficiency and service quality of the hospital, but also have a negative impact on the reputation and image of the hospital.

In response to these threats, XYZ Hospital can take a series of measures to deal with them. For example, it can strengthen the introduction and training of talents, improve the career development space and welfare benefits of employees, and increase their sense of belonging and loyalty; strengthen the internal management and process optimization of the hospital, and improve the work efficiency and service quality; strengthen the communication and cooperation with the governmental departments, and keep abreast of the changes in the policies and regulations, so as to make the relevant preparations and countermeasures.

In conclusion, threat analysis is a very important part of human resource management in XYZ Hospital. Only by deeply analyzing and evaluating the threats faced can we better cope with the challenges and improve the comprehensive competitiveness and service quality of the hospital.

Internal environment External environment	Strengths (S) 1. Rejuvenation of the workforce. 2. Low cost of human resource management. 3. Long history. 4. Democratic management. 5. Stronger overall strength in the region.	Weaknesses (W) 1. Inexperienced management. 2. Inadequate staffing. 3. Inadequate talent development system. 4. Inadequate remuneration. 5. Low degree of informationization. 6. Remote location and backward
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		economic development.
Opportunities (O) 1. Increased health awareness of the population. 2. Healthcare reform. 3. aging and increased demand. 4. quality of service to attract patients.	SO 1. Utilizing the healthcare reform policy to promote (derived from O2), improve medical technology, enhance service quality, strengthen system construction, promote the growth of talents, and enhance the attractiveness to talents (derived from O4). 2. Take the opportunity of increased demand from the population to accelerate the improvement of infrastructure construction and provide a favorable environment for the cultivation of talents (derived from O3).	WO 1. improve managers' professional knowledge and management experience (derived from W1). 2. hospitals should improve the compensation system and establish incentives to retain talents (derived from W4). 3. Innovate organizational culture and management style (derived from W3). 4. strengthen the management process and informationization (derived from W5).
Threats (T) 1. Competitors expanding. 2. Severe brain drain. 3. Insufficient medical staff. 4. Strict industry regulation. 5. High pressure on capital and technology.	ST 1. hospitals should improve the compensation system and establish incentives to retain talents (derived from T2). 2. Innovate organizational culture and management style (derived from S2). 3. strengthen the management process and informationization (derived from S4).	WT 1. Optimize the allocation and structure of human resources (derived from W2). 2. Optimize internal management and processes (derived from W1). 3. Strengthen the introduction and cultivation of talents (derived from T3). 4. Strengthen communication with government departments and keep abreast of policy changes (derived from T4).

Figure 4.5 XYZ Hospital Human Resources SWOT Matrix (Summaries by researcher)

5-P Model of Strategic Human Resources Management

1. XYZ Hospital's Human Resource Philosophy

1) Talent training and development concept: The human resource concept of primary hospitals mainly reflects those hospitals should be people-oriented. (He Hongyan, 2004) Only by constructing or innovating the management system with the human assets of hospitals as strategic resources can the competitiveness of hospitals be improved. Emphasis should be placed on staff training, career development, upgrading job opportunities, and improving professional knowledge and job skills.

Table 4.3 Statistical table of satisfaction survey results

Are you satisfied with your career development?	Satisfaction	21	39.62%
	Average	17	32.08%
	Dissatisfaction	15	28.30%
Satisfied with the professional title promotion mechanism?	Satisfaction	24	45.28%
	Average	10	18.87%
	Dissatisfaction	19	35.85%

Source of the above information: Summary of the questionnaire on the satisfaction of serving employees

2) Teamwork and good communication are very important in medical work. XYZ Hospital encourages cooperation and collaboration among employees, organizes team activities on a regular basis, carries out team building and provides corresponding communication platforms to ensure team cohesion and improved information flow.

3) From the table it is clear that more than half of the employees are not satisfied with the training and development system. XYZ Hospital's human resource training and development philosophy is people-oriented and treats human resources as an investment. It means that employees are regarded as assets of the organization, and emphasizes the importance of employee development and competence enhancement to the organization. Emphasis is placed on training and career development of employees to enhance job opportunities and improve their professional knowledge and job skills.

2. Human Resource Policies of XYZ Hospital

1) Recruitment and Selection: The shortage of doctors and nurses has increased the workload and work pressure of the existing healthcare staff. XYZ Hospital should make a recruitment plan to openly recruit healthcare staff, service staff, technicians and other professionals according to the demand for medical services and job requirements. The recruitment process will select suitable talents through interviews and examinations. In the selection and hiring process hair from a practical point of view, there should not be a focus on academic qualifications at the expense of competence, because some highly educated workers are not fully able to use their theoretical knowledge in practice.

The above findings are based on the data obtained from the interviews.

“What do you think are the rare human resources? Do these shortages have a significant impact on the functioning of primary hospitals?”

“Medical and nursing staff. Due to the remoteness of the area, the relative lag in regional development, and the relatively low level of hospitals, they are unable to attract higher standards of professional competence in doctors and nurses, resulting in a shortage of doctors and nurses, which increases the workload and work pressure of the existing medical and nursing staff. The shortage of high-level doctors also fails to retain patients, and patients with serious conditions have no choice but to choose higher-level hospitals.” (Expert, 2023, Interview)

2) Staff development and promotion opportunities: Primary hospitals need to increase staff training due to the special characteristics of low capacity and low quality of work. Hospital training methods are too single and simple, only external training and online training, such training methods lead to poor training results. Internal training, external training, online training and offline training should be used to provide staff training and development opportunities to help staff continuously improve their professional ability and comprehensive quality. Employees should be evaluated and assessed on a regular basis, and appropriate incentives, such as bonuses and promotion opportunities, should be given based on the assessment results.

The above findings are based on data obtained from interviews.

“The main focus is on external and online training. Two to three external trainings are organized by government agencies or parent hospitals each year, and employees can participate voluntarily. There are also online learning platforms that can provide online courses, online Q&A, and other learning resources, and healthcare workers can choose the right time and place to study and take exams according to their own specific conditions.” (Expert, 2023, Interview)

3) The hiring process should support the hospital's culture, enhance patient satisfaction, and meet patient requirements. Ensure that the hospital hires staff with medical expertise and skills and focuses on the communication and interpersonal skills of the staff.

"Patient-centered. Satisfy patients' requirements, focus on communication with patients, improve the quality of care, and foster a harmonious doctor-patient relationship."

4) Increase the number of medical and nursing staff, conduct rigorous training and assessment, and improve the overall standard of medical care.

"The government government's policy support for the healthcare industry also provides opportunities for hospitals, such as promoting the development of primary healthcare services and improving the quality of healthcare services".

5) Policies for primary hospitals should make full use of the healthcare reform policy to promote the improvement of medical technology, optimize the hospital operation process by introducing modern management concepts and information technology, and improve the efficiency and quality of services. Primary hospitals can improve the health insurance payment mechanism through cooperation with the health insurance department to increase the income of primary hospitals from medical expenses, provide better financial protection for hospitals, and promote the development of medical services.

"Policy support for the healthcare sector also provides opportunities for hospitals, such as promoting the development of primary healthcare services and improving the quality of healthcare services."

Overall, the human resource policies of primary care hospitals aim to attract and retain talents, optimize healthcare services by promoting the personal growth and development of employees and improving management mechanisms, thus enhancing the overall strength and competitiveness of hospitals.

3. Human Resource Programs for XYZ Hospital

1) Human resource demand forecast: With the deepening of healthcare reform and the rising health consciousness of Chinese people, the demand for medical services is increasing, which provides more business opportunities for the hospital. Therefore, XYZ Hospital needs to develop its scale and solve the problems of obvious shortage of existing medical personnel and unreasonable distribution of personnel between different departments, such as shortage of personnel between different

departments. The hospital needs to forecast the number of medical staff needed in the coming period based on the demand for medical services.

The above findings are based on data obtained from the hospital's management information system.

The hospital has 100 beds and only 53 total employees.

2) Human Resource Supply Analysis: The hospital needs to analyze its existing human resources to understand their quantity, competence and quality status. It also needs to know the factors such as separation rate and turnover rate in order to rationally assess and utilize the existing human resources.

3) Balance of human resources demand and supply: The primary hospital need to balance human resources demand and supply based on demand forecasting and supply analysis. This includes developing reasonable recruitment plans, training plans and incentive plans to meet the demand for healthcare services.

To summarize, human resource planning in hospitals is a process involving human resource management, which includes the forecasting of human resource demand, supply analysis, and the balance between demand and supply. Through scientific human resource management, primary hospitals can effectively improve the quality and efficiency of medical services and measure the benefits of the program.

4. Human Resource Practices in XYZ Hospital

1) The roles that an individual assumes in an organization are divided into three categories, namely leadership, management and operations. The behavior of leaders and managers in hospitals should be in line with the strategy. (Wang, 2017, p. 105) The personnel management team of primary hospitals, firstly, there are few who understand the profession, and the management ability and skills cannot meet the needs of hospital operation and development under the new situation. Secondly, there is the phenomenon of personnel holding several jobs, making the personnel did not put all their energy into personnel management, and their management ability and skills are relatively lacking, and they cannot rely on their own quality ability to realize the competence of personnel management work. Third, part of the primary hospital authorities does not know enough about the personnel management system, so that the actual role of the personnel management system cannot be fully reflected.

Fully embodied. Adjustment of management thinking, the implementation of human resource management work in primary hospitals, not only stagnant in the traditional form of personnel management, the need to change and adjust the

management thinking in a timely manner. For example: to promote the modernization of management thinking, the modern Internet technology and big data technology as a guide, to promote the innovation of human resources management form, reflecting the modernization and concretization of grassroots human resources management work.

2) In order to achieve the strategic objectives, the primary hospital should improve managers' professional knowledge and management experience. This means that education and training will be strengthened to ensure that managers are well informed about the latest management theories and practices and actively apply them in the daily operation of the hospital.

"The lack of professional knowledge and experience of human resource managers in hospitals has led to deficiencies and irrationalities in human resource recruitment, training, and allocation."

5. XYZ Hospital's Human Resource Processes

The human resource process of primary hospitals: including recruitment and hiring, staff training and development, performance appraisal and incentives, compensation and benefits, personnel transfers and departures.

1) Recruitment and hiring: Nowadays, hospitals are not able to improve the treatment to attract talents, after the implementation of the new health care reform, the people buy drugs cheaper, the reimbursement rate increased the workload of the hospitals, but the state limits the use of medicines to support the hospitals, the actual income of the hospitals did not increase significantly. Primary hospitals are unable to provide good salaries as a condition for recruiting talents. It can only enhance the professional knowledge and experience of the hospital's human resource management personnel, strengthen the training and education of human resource management personnel, improve their professional knowledge and management experience, ensure that they have sufficient ability and quality in human resource management, and reasonably recruit and hire talents. Strengthening informationization to improve management efficiency.

The above findings are based on data obtained from the healthcare reform policy.

Primary hospitals are directly responsible for the health of the vast majority of the population, especially the rural and urban poor. Therefore, the responsibility is not insignificant. However, in view of the

chronic under-investment by the government, the lack of medical resources, and the backwardness of medical skills, primary hospitals have been operating at a loss for a long time, and doctors' incomes have not been raised, and their motivation has been greatly undermined. In order to maintain their survival, primary hospitals are forced to implement a general mechanism of supporting doctors with medicines.

2) Training and development: hospitals employing talent to pay more attention to talent training and continuing education, will continue to create talent into practice. In the next human resources work, the hospital should focus on selecting staff with the appropriate professional knowledge and skills, and provide them with learning opportunities to continue to learn new knowledge, in line with the development situation in the context of the new health care reform, which is conducive to improving the overall quality of the staff, and give play to their intrinsic potential to better retain talent. Strengthen the introduction and cultivation of talents, improve the career development space and welfare benefits for employees, and increase their sense of belonging and loyalty.

3) Performance appraisal and incentives: Primary hospitals establish a performance appraisal system to evaluate and give appropriate rewards and incentives to doctors and nursing staff based on their performance and professional abilities. Hospitals are composed of different departments, and there are differences between each department, which leads to different departments and different positions with different standards for performance appraisal. Uniform standards will lead to the appraisal showing ambiguity and lack of objectivity and truthfulness.

The above findings are based on the data obtained from the interviews.

“Annual performance appraisal. A departmental year-end summary and personal duty report are made by each section based on the completion of the current year's work, and the year-end summary and personal duty report are reported to the management on January 10 (or postponed if there is a holiday), and a special meeting for the year-end appraisal is held. The appraisal leader scores according to the appraisal

contents: morality, diligence, performance, service quality and public satisfaction. For each employee's performance pay to adopt a percentage system of assessment standards: moral, diligence indicators accounted for 35%, service quality indicators accounted for 45%, public satisfaction indicators accounted for 20%. For every point deducted in the appraisal, the amount of individual performance pay is deducted and divided by the number of 100 points. Incentive performance pay is issued according to the size of the actual balance and the individual score.

For employees, the assessment results are directly related to their income, job promotion and training. Employee appraisal results are good, then the company gives sub-positive incentives; employee appraisal results are poor, then the company gives sub-negative incentives. Performance appraisal so that the company and employees in the direction of the interests of the same, to achieve the organizational performance and personal performance of the bundle.” (Expert, 2023, Interview)

4) Compensation and benefits: The hospital will also provide some benefits, such as social insurance, annual leave, holiday benefits, etc. However, XYZ Hospital has a small salary difference of only 200-300 RMB for each level, which causes dissatisfaction of excellent employees. It is necessary to re-calculate the salary according to the employee's performance, job position and other factors.

The above findings are based on data obtained from national policies

Back in 2013, Sanming City in China's Fujian Province introduced a target annual salary system for 22 hospitals, making it clear that 80% of the portion of revenue from healthcare services, after running costs, would be used to pay salaries. Hebei Province also proposed this year that the income of the staff of public health departments in medical institutions should not be lower than the average salary level of the staff of the medical institutions in which they work, and that the corresponding national policies on allowances and subsidies should be implemented. The salary reform is conducive to ensuring that the salary gap between employees is not too large, while the performance

incentive system encourages employees to work more and get more, motivating them to work actively and stimulating their professionalism.

5) Personnel transfer and separation: According to the needs of the hospital, the human resources department will arrange for the transfer or transfer of employees. At the same time, if employees have the need to leave, can be proposed to the human resources department, for the relevant exit procedures. This link is relatively flexible and employees are more satisfied with this link.

6) In order to effectively implement the war path, the primary hospital should strengthen their management processes and information technology. This includes the establishment of efficient communication channels, optimization of work processes, and the use of information technology to improve the operational efficiency and capacity of hospitals.

"Hospitals strengthen their management processes and information technology construction to improve management efficiency and management level and provide more accurate and timely data and information support for human resource management."

In summary, as a primary hospital, XYZ Hospital's personnel management process is not sufficiently transparent, and more than half of the staff are dissatisfied with the rules and regulations and their implementation, believing that it lacks humanization and makes it difficult to fully mobilize the work motivation of healthcare service personnel. In order to effectively improve the efficiency and quality of personnel management work, clear work objectives, strengthen personnel training and management, and fully familiarize and understand the personnel management process. The Personnel Section clarifies the importance of personnel management process reengineering and optimization, adopts WeChat, QQ group and other network intelligence tools for training and learning from time to time, and offline, under the premise of ensuring basic work, carries out necessary training to effectively help the staff to fully familiarize with and understand the personnel management process, and to enhance the efficiency and quality of personnel management work.